

# THE

# WHY

WHO  
WHAT  
WHEN  
WHERE  
HOW

OUR ALLSTARS



OUR DIGITAL DREAM



INNOVATING TECHNOLOGIES



2019  
ANNUAL REPORT

MORE THAN JUST AN AIRLINE

# THE WHY

*THE 5W1H  
IS THE FOUNDATION OF EVERY GOOD STORY.*

At AirAsia, our technological disruption strategies are driven by the 5W1H, which has helped to transition our digital platforms, allowing us to position ourselves as a travel and lifestyle platform company to serve people better.

They are the reason why we do what we do. Happy Allstars means happy guests, which ultimately means a healthy business for us and in turn, we get to achieve our ultimate dream of being more than just an airline.

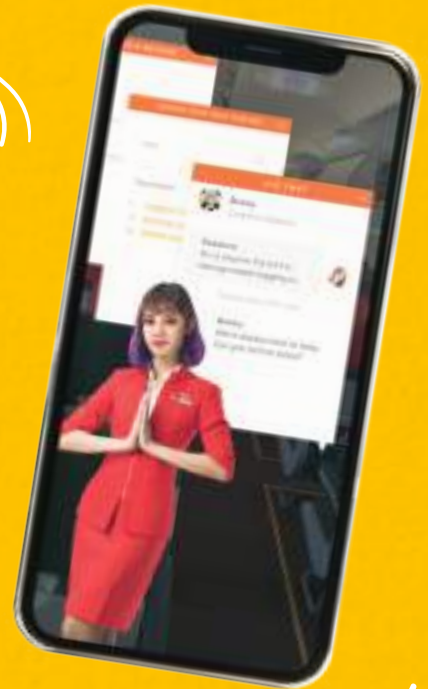
“The Why” tagline featured on our cover design symbolises the foundation of our digital transformation story. We will continue to leverage on the 5W1H of what, when, where, who, why and how to create meaningful connections and seize more opportunities with our people through our technological disruption.

**MORE THAN JUST AN AIRLINE**





**DIGITAL DREAMS**



**ALLSTARS**



**INNOVATION**



As with any good storytelling, we must get to The Why of it all. Likewise at AirAsia Group Berhad, our rationalisation plan is also driven by The Why – pioneering new technologies form to become more than just an airline.

To do that, we have leveraged the power of data, machine learning and artificial intelligence that will help us change the way we run our airline business and highlight our digital transformation.

Building on our legacy as Malaysia's largest airline, by fleet and destination, the 5W1H of what, when, where, who, why and how will further help us to innovate technology, champion dreams and seize opportunities through our venture of becoming a travel and lifestyle platform company.

# WHAT'S INSIDE

2019

ANNUAL REPORT





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# OUR DIGITAL DREAM

As a pioneer of new technologies, we aim to achieve our dream of becoming a travel and lifestyle platform company that just happens to operate an airline.

# THE WHAT



01

ABOUT

US



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# AIRASIA GROUP KEY HIGHLIGHTS

OUR ALL STARS  
REPRESENT














75

DIFFERENT  
NATIONALITIES



## SOCIAL MEDIA STATISTICS

(As at 31 December 2019)

	<b>Facebook</b> 12,408,922		<b>WeChat</b> 2,338,085
	<b>Twitter</b> 8,111,283		<b>Douyin</b> 49,427
	<b>Instagram</b> 2,475,675		<b>Redbook</b> 9,769
	<b>Line</b> 27,798,966		<b>Weibo</b> 1,371,275
	<b>Pinterest</b> 5,308		<b>YouTube</b> 155,000
	<b>KakaoStory</b> 8,342		<b>LinkedIn</b> 420,317
	<b>KakaoTalk Plus Friend</b> 76,406		

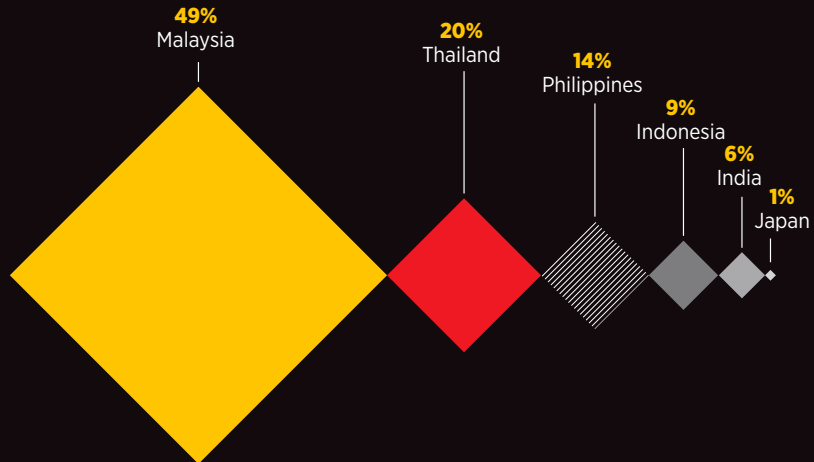
**AIRASIA.COM  
STATISTICS:**

**RM 1.6**  
billion  
GROSS BOOKING  
VALUE PER MONTH

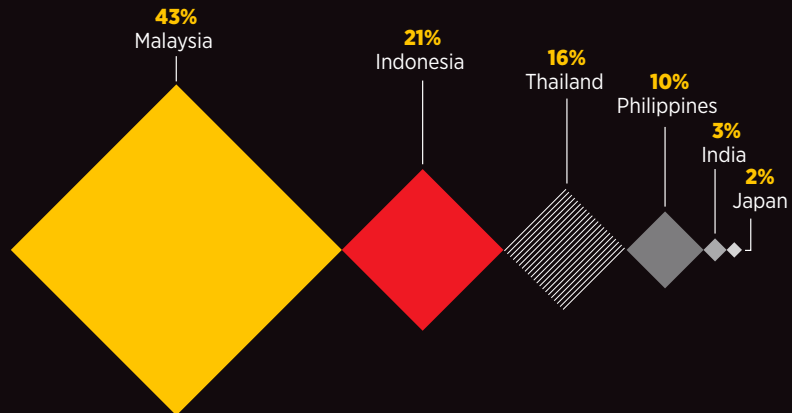
**313**  
million  
PAGE VIEWS  
PER MONTH

**60**  
million  
USERS PER MONTH

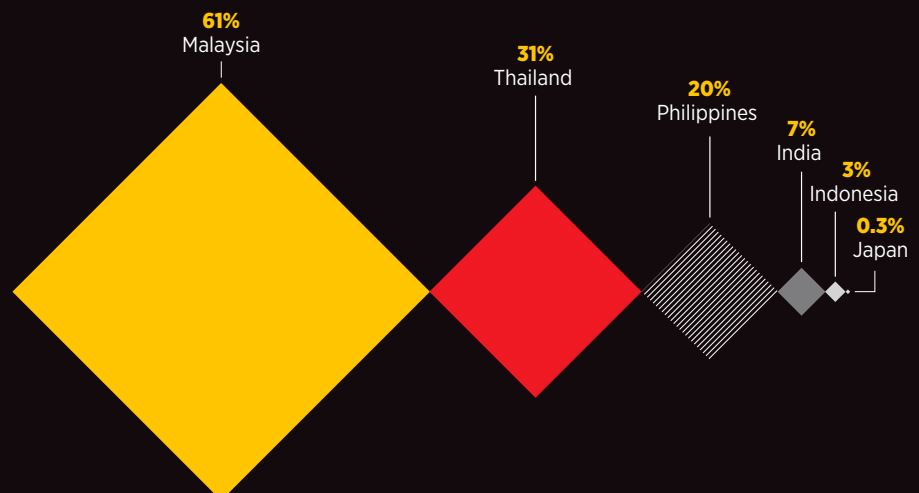
**AIRASIA GROUP TOTAL MARKET SHARE**



**INTERNATIONAL MARKET SHARE**



**DOMESTIC MARKET SHARE**



# VISION

TO BE THE LEADING  
TRAVEL AND LIFESTYLE  
PLATFORM COMPANY IN  
ASIA PROVIDING INCLUSIVE  
SERVICES ON TRAVEL AND  
LIFESTYLE PRODUCTS





TO BECOME A GLOBALLY  
RECOGNISED ASEAN BRAND  
FOCUSED ON DELIVERING  
SUSTAINABLE VALUE TO  
THE ECONOMY, SOCIETY  
AND ENVIRONMENT



# MISSION



TO CARE FOR ALL OUR  
INTERNAL AND EXTERNAL  
STAKEHOLDERS FROM  
ALLSTARS, GUESTS,  
BUSINESS PARTNERS  
AND INVESTORS TO  
COMMUNITIES AND  
GOVERNMENTS



TO PROVIDE THE HIGHEST  
QUALITY SERVICES IN TRAVEL,  
FINANCIAL AND LIFESTYLE  
PRODUCTS, EMBRACING  
TECHNOLOGY TO REDUCE COST,  
ENHANCE GUEST EXPERIENCE  
AND SEEK NEW GROWTH  
OPPORTUNITIES

**402**  
Routes

**23**  
Markets

**160**  
Destinations

**24**  
Hubs

# OUR NETWORK & STATISTICS



LEGEND

-  HUB
-  DESTINATION



PACIFIC OCEAN

INDIAN OCEAN

ANTARCTIC OCEAN

# 2019 HIGHLIGHTS

## 7 JANUARY

AirAsia abolishes RM3 fee for all flights departing from klia2.

## 7 JANUARY

AirAsia Thailand placed 8<sup>th</sup> in the world among LCCs for On-Time Performance, highest among LCCs in Thailand.

## 9 JANUARY

Teleport (formerly known as RedCargo Logistics) announces its first direct partnership with a global freight forwarding customer, TASC0 Berhad (an NYK Group Company), effective 1 January 2019.

## 10 JANUARY

AirAsia India adds eight additional flights to its network.

## 10 JANUARY

AirAsia Philippines announces new China routes from Kalibo International Airport.

## 16 JANUARY

AirAsia Philippines pioneers Farm-to-Air dining experience as part of its commitment towards Filipino farmers using only fresh harvests and ingredients directly sourced from farmers across the country.

## 19 JANUARY

AirAsia Philippines connects Clark to Seoul, South Korea.



## 26 JANUARY

AirAsia unveils AI chatbot AVA (AirAsia Virtual Allstar) with website and mobile app facelift.



## 29 JANUARY

AirAsia Malaysia introduces new route to Vietnam's Mekong Delta, Can Tho, with 4x weekly direct flights. Operations to commence on 8 April 2019.

AirAsia Thailand also connects Bangkok to Can Tho, with 3x weekly direct flights. Operations to commence on 2 May 2019.

## 1 FEBRUARY

AirAsia Malaysia launches a new route from Kuala Lumpur to Chiang Rai.

## 4 FEBRUARY

AirAsia Philippines commences Kalibo—Taipei route.



## 8 FEBRUARY

AirAsia extends its UFC® partnership. This comes after a hugely successful year for AirAsia, culminating in industry recognition as it picked up the SPIA bronze award for Best Sponsorship.

## 11 FEBRUARY

AirAsia Thailand introduces new route between Bangkok—Nha Trang in Vietnam with 4x weekly direct flights. Operations to begin on 1 May 2019.

## 15 FEBRUARY

AirAsia honours Indian superstar Rajnikanth with limited edition model aircraft in 'Kabali' livery at his residence in Chennai.

## 20 FEBRUARY

Teleport (formerly known as RedCargo Logistics) signs an interline agreement with Air New Zealand to expand and provide market access to its respective cargo businesses.

## 25 FEBRUARY

AirAsia Thailand launches Chiang Mai—Da Nang, Vietnam - its third route in the first two months of 2019.



## 26 FEBRUARY

AirAsia opens new technology centre in India's Silicon Valley as part of its mission to transform into a travel and lifestyle platform company.

## 1 MARCH

AirAsia Malaysia partners the Ministry of Education of Malaysia and University of Nottingham to organise a three-day hackathon, putting over 300 university students together to foster aerospace innovation and creative thinking.



**6 MARCH**

AirAsia Malaysia inks an agreement to be the exclusive official airline for the Malaysian Football League (MFL) and co-sponsors the Piala Malaysia 2019–2020.

**29 MARCH**

AirAsia introduces its new global careers website.

**29 MARCH**

Teleport (formerly known as RedCargo Logistics) announces new strategic partnership with GD Express.

**29 MARCH**

AirAsia Philippines announces launch of its first route to Japan, connecting Manila to Osaka, beginning 1 July 2019.

**30 MARCH**

AirAsia Thailand launches Phuket–Phnom Penh route.

**1 APRIL**

AirAsia Malaysia launches daily direct flights to Quanzhou, China. Flights to commence 1 May 2019.

**2 APRIL**

AirAsia.com website becomes a one-stop travel platform offering much more than just flights.

**3 APRIL**

AirAsia Malaysia announces extra 437 flights for Hari Raya period between 30 May and 16 June 2019.

**3 APRIL**

AirAsia Thailand announces new direct route from Chiang Rai to Shenzhen, China.

**6 APRIL**

AirAsia Malaysia becomes the first international carrier to fly into Can Tho, Vietnam with its inaugural flight from Kuala Lumpur.

**9 APRIL**

AirAsia Thailand introduces direct flights from Bangkok to Ahmedabad, India.

**10 APRIL**

AirAsia Malaysia announces daily direct flights between Melaka and Penang. Flights to commence on 1 July 2019.

**18 APRIL**

AirAsia Malaysia collaborates with the Malaysian Ministry of Domestic Trade and Consumer Affairs to support 'Buy Malaysia Products' campaign.

**22 APRIL**

AirAsia Thailand introduces new direct flights from Bangkok to Sihanoukville, Cambodia.

**23 APRIL**

AirAsia India strengthens its Mumbai operations by introducing 10 new connections to Bengaluru, Kolkata, Indore, Hyderabad, New Delhi and Kochi.

**24 APRIL**

AirAsia introduces its Santan Celebrity Chef series with Korean Chef Hong's Sweet & Spicy Chicken added to the inflight menu.

**29 APRIL**

Teleport (formerly known as RedCargo Logistics) signs an interline agreement with Oman Air to power cargo growth.

**30 APRIL**

AirAsia Malaysia introduces late night flights with fixed fares for festive season, working closely with the Ministry of Transport Malaysia to make sure everyone can get home for Hari Raya.

**2 MAY**

AirAsia announces Lombok as its latest hub in Indonesia.

**8 MAY**

AirAsia Thailand introduces direct flight from Phuket to Jakarta.

**9 MAY**

OURSHOP, AirAsia's e-commerce platform, onboards ERAMAN duty free as partner.

**15 MAY**

AirAsia India strengthens domestic connectivity with the country's first Kolkata–Chennai route.

**20 MAY**

AirAsia India announces the induction of its 21<sup>st</sup> Airbus A320 aircraft.

## 2019 HIGHLIGHTS (CONT'D)

**31 MAY**

AirAsia Philippines connects Clark and Cebu in the Philippines with Kaohsiung, Taiwan, commencing on 1 August 2019.

**9 JUNE**

AirAsia Indonesia commences its inaugural flight from Lombok to Perth.

**17 JUNE**

AirAsia India celebrates its fifth anniversary.

**18 JUNE**

AirAsia upsizes 253 A320neo orders to the larger A321neo version at the Paris Airshow at Le Bourget.



**18 JUNE**

AirAsia named the World's Best Low-Cost Airline for the 11<sup>th</sup> consecutive year by Skytrax.

**25 JUNE**

OURSHOP announces new partner, Lagardère Travel Retail in Australia, to allow travellers to pre-order and collect duty-free items from arrival and departure points in Australia.

**1 JULY**

AirAsia Philippines celebrates its first route between the Philippines and Japan (Manila-Osaka).

**2 JULY**

AirAsia announces (RED) inflight meal, the INSPI(RED) Burger, in support of the fight to end AIDS.

**5 JULY**

OURSHOP organises a special flash sale to celebrate its first anniversary.

**10 JULY**

AirAsia celebrates 15 years in Macao by offering special fares.

**16 JULY**

RedCargo Logistics is renamed as Teleport and teams up with Gobi Partners to invest in regional e-commerce and parcel delivery player, EasyParcel.

**17 JULY**

Ground Team Red (GTR), a joint venture between AirAsia and SATS, successfully completes the IATA Safety Audit for Ground Operations (ISAGO).

**25 JULY**

Teleport signs an MoU with Triple i Logistics with plans to establish a joint venture to integrate cargo capacity in Thailand.

**30 JULY**

AirAsia BIG partners with TrueYou, Thailand's leading digital lifestyle platform, to expand redemption options for their respective loyalty programmes.

**31 JULY**

Ricardo 'Ricky' P Isla is the new CEO of AirAsia Philippines.

**8 AUGUST**

AirAsia Malaysia collects increased passenger service charge, as demanded by Malaysia Airports Holdings Berhad, under protest.



**9 AUGUST**

AirAsia unveils a new 'Sustainable ASEAN' aircraft livery in conjunction with ASEAN Day celebrations held in Bangkok.



**16 AUGUST**

Former Malaysian Prime Minister Tun Dr Mahathir Mohamad visits AirAsia's global headquarters, RedQ, where he is briefed on the future of air travel by senior management.

**17 AUGUST**

AirAsia announces that it will remove the processing fee to keep air travel affordable effective 1 October 2019.

**19 AUGUST**

AirAsia Malaysia announces new exclusive route from Kuala Lumpur to Belitung in Indonesia.

**20 AUGUST**

OURSHOP inks partnership with Regent Asia Group in the Philippines to enable travellers to pre-order and collect their duty-free items at Manila's T3 International Terminal.

**21 AUGUST**

AirAsia Foundation makes its debut in the world of fashion with the launch of its GOOD/jahat travel collection using upcycled materials from aircraft at KL Fashion Week 2019.

**23 AUGUST**

AirAsia Foundation opens its first social enterprise hub in Kuala Lumpur.

**29 AUGUST**

AirAsia BIG launches two-way points conversion with PETRONAS.

**30 AUGUST**

AirAsia and AirAsia X sign two major agreements with Airbus covering the order of additional 12 A330neo and 30 A321XLR aircraft and a memorandum of agreement to support the development of the Malaysian aerospace industry.

**31 AUGUST**

AirAsia Philippines appoints Joseph Omar A Castillo as its new Chairman of the Board effective 1 September 2019.

**11 SEPTEMBER**

Teleport expands into India with Zeal Global Services partnership.

**12 SEPTEMBER**

AirAsia Philippines announces new domestic route connecting Manila to Bacolod City, commencing on 27 October 2019.

**17 SEPTEMBER**

AirAsia Thailand announces flights from Bangkok to Varanasi, India.

**18 SEPTEMBER**

AirAsia Malaysia launches flights from Kuala Lumpur to Da Lat in Vietnam.

**19 SEPTEMBER**

AirAsia Thailand launches new direct flights from Chiang Rai to Hangzhou.

**20 SEPTEMBER**

AirAsia celebrates 600 million guests with a BIG Sale.

**20 SEPTEMBER**

AirAsia upgrades its inflight WiFi service by equipping several aircraft with Inmarsat's high-speed Ka-band platform, GX Aviation.

**25 SEPTEMBER**

AirAsia named as official partner of Davis Cup by Rakuten Madrid Finals.

**26 SEPTEMBER**

40 Allstars join hands to conduct reef and beach clean-up in Terengganu in support of International Coastal Cleanup 2019.

**27 SEPTEMBER**

OURSHOP adds health and beauty retailer Guardian into its list of partners to provide pre-purchase and collection at klia2.

**9 OCTOBER**

AirAsia Philippines unveils brand-new office, named RedPoint.

**13 OCTOBER**

AirAsia named as Asia's Leading Low-Cost Airline at World Travel Awards Asia and Oceania 2019.

**15 OCTOBER**

40 Allstars from across ASEAN contribute to wildlife rehabilitation through #AllstarsDoGood: Hammock Amok project.

**23 OCTOBER**

AirAsia enhances its mobile app with new and innovative features.

**8 NOVEMBER**

AirAsia Indonesia announces Veranita Yosephine as new CEO.

**11 NOVEMBER**

AirAsia Malaysia receives Blue Ribbon certification from the Ministry of Health Malaysia in recognition of its efforts to encourage and empower its Allstars and guests in creating a smoke-free working environment, as well as stopping all tobacco products from its inflight duty-free catalogue.

# 2019 HIGHLIGHTS (CONT'D)

## 13 NOVEMBER

AirAsia Malaysia unveils a 'Save our Malayan Tiger' aircraft livery in support of the Malaysian Government's campaign to protect the fast-disappearing Malayan tiger.

## 15 NOVEMBER

AirAsia India announces new routes connecting New Delhi—Kochi and New Delhi—Ahmedabad.



## 15 NOVEMBER

AirAsia.com announces the sale of other airline flights in partnership with Kiwi.com.

## 19 NOVEMBER

AirAsia relocates its operations in Hong Kong to Terminal 1 of Hong Kong International Airport.

## 21 NOVEMBER

Teleport expands into Europe with a new direct interline agreement with Lufthansa Cargo.

## 22 NOVEMBER

AirAsia marks new era with brand-new Airbus A321neo, which has a higher capacity with 50 more seats, longer range and greater efficiency. AirAsia Malaysia is the first airline in the Group to receive the aircraft type.

## 26 NOVEMBER

AirAsia India starts check-in for flights at New Delhi Metro station.

## 27 NOVEMBER

AirAsia awarded Best Sustainability in the Community at the Sustainable Business Awards Malaysia 2019.

## 29 NOVEMBER

AirAsia wins World's Leading Low-Cost Airline for the seventh consecutive year at World Travel Awards Grand Final 2019.



## 2 DECEMBER

Santan opens its first flagship restaurant in Kuala Lumpur.



## 6 DECEMBER

AirAsia sets up new joint venture with Universal Music Group and launches RedRecords.

## 12 DECEMBER

Ground Team Red (GTR) launches its latest, state-of-the-art digitalised air cargo hub in Sepang.

## 16 DECEMBER

AirAsia Japan announces Jun Aida as new COO effective 1 January 2020.



## 17 DECEMBER

AirAsia.com introduces new bundle deal offerings on its website.

## 17 DECEMBER

AirAsia India appoints Ankur Garg as its Chief Commercial Officer.

## 20 DECEMBER

AirAsia's inflight food brand, Santan, wins best inflight meal for 2019 at SunStar's Best of Cebu awards.



# AirAsia and CFM: One of the Best Teams in Aviation

With a relationship that spans more than 18 years, AirAsia and CFM have made aviation history together. From Day 1, the CFM56 was their engine of choice and helped power the early growth of this pioneer airline.

AirAsia made another savvy investment when it selected the advanced LEAP-1A to power its fleet of Airbus A320neo/A321neo airplanes, making it the largest customer in the world for this engine. The benefits this engine is bringing to the fleet today – a 15 percent improvement in fuel efficiency, CFM’s legendary reliability – is helping it earn a place in the history books and on AirAsia’s bottom line.

Congratulations on another successful year.



# NOTICE OF ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN THAT** the Third Annual General Meeting of AirAsia Group Berhad (201701030323) (1244493-V) (“the Company”) will be held as a fully virtual meeting via live streaming and online remote voting at the Broadcast Venue at RedQ, Jalan Pekeliling 5, Lapangan Terbang Antarabangsa Kuala Lumpur (klia2), 64000 KLIA, Selangor Darul Ehsan, Malaysia, on Monday, 28 September 2020 at 10.00 a.m. for the following purposes:-

## AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements together with the Reports of the Directors and Auditors thereon for the financial year ended 31 December 2019.  
**Please refer to Note A.**
2. To approve the Non-Executive Directors’ Remuneration as described in Note B for the period from 29 September 2020 until the next Annual General Meeting of the Company to be held in the year 2021.  
**Please refer to Note B.**
3. To re-elect the following Directors of the Company who retire by rotation pursuant to Rule 119 of the Company’s Constitution and who being eligible had offered themselves for re-election:-
  - i. Dato’ Fam Lee Ee; and
  - ii. Dato’ Mohamed Khadar bin Merican.
4. To re-appoint Messrs Ernst & Young as Auditors of the Company and to authorise the Directors to determine their remuneration.

**(Ordinary Resolution 1)**

**(Ordinary Resolution 2)**

**(Ordinary Resolution 3)**

**(Ordinary Resolution 4)**

## AS SPECIAL BUSINESS

To consider and if thought fit, to pass, with or without modifications, the following Resolutions:-

5. **AUTHORITY TO ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT, 2016 (“ACT”)**

“**THAT** pursuant to Sections 75 and 76 of the Act and subject to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Securities**”), Additional Temporary Relief Measures to Listed Issuers for COVID-19, issued by Bursa Securities on 16 April 2020 and the approval of the relevant authorities, where required, the Directors of AirAsia Group Berhad (“the Company”) be and are hereby empowered to issue shares in the Company from time to time and upon such terms and conditions and for such purposes and to such persons whomsoever as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares issued pursuant to this resolution does not exceed 20% of the total number of issued shares (excluding treasury shares) of the Company for the time being and that the Directors be and are also empowered to obtain approval for the listing of and quotation for the additional shares so issued on the Main Market of Bursa Securities **AND THAT** such authority shall continue to be in force until 31 December 2021, unless revoked or varied by an ordinary resolution of the Company at a general meeting.”

**Please refer to Note C.**

**(Ordinary Resolution 5)**

6. **PROPOSED RENEWAL OF EXISTING SHAREHOLDERS' MANDATE AND NEW SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED MANDATE")**

"**THAT** approval be and is hereby given for the renewal of existing shareholders' mandate and new shareholders' mandate for AirAsia Group Berhad ("the Company") to enter into recurrent related party transactions of a revenue or trading nature with the related parties ("**Recurrent Related Party Transactions**") as set out in Section 2.3 of the Circular to Shareholders dated 29 July 2020 ("**Circular**"), subject further to the following:-

- i. the Recurrent Related Party Transactions are entered into in the ordinary course of business which are:
  - (a) necessary for the day-to-day operations;
  - (b) on normal commercial terms and transaction price which are not more favourable to the related parties than those generally available to the public;
  - (c) undertaken on arm's length basis; and
  - (d) not to the detriment of the minority shareholders of the Company;
- ii. the shareholders' mandate is subject to annual renewal and this shareholders' mandate shall only continue to be in full force until:
  - (a) the conclusion of the next Annual General Meeting ("**AGM**") of the Company following the AGM at which this shareholders' mandate is approved, at which time it will lapse, unless by an ordinary resolution passed at that AGM, such authority is renewed;
  - (b) the expiration of the period within which the next AGM after the date is required to be held pursuant to Section 340(2) of the Companies Act, 2016 ("**Act**") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
  - (c) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting of the Company,

whichever is the earliest.

**THAT** the Directors of the Company and/or any one of them be and are hereby authorised to complete and do all such acts and things and take all such steps and to execute all such transactions, deeds, agreements, arrangements and/or undertakings as the Directors in their discretion deem fit, necessary, expedient and/or appropriate in the best interest of the Company in order to implement, finalise and give full effect to the Recurrent Related Party Transactions with full powers to assent to any modifications, variations and/or amendments thereto.

**AND THAT** as the estimates given for the Recurrent Related Party Transactions specified in Section 2.3 of the Circular being provisional in nature, the Directors of the Company and/or any one of them be and are hereby authorised to agree to the actual amount or amounts thereof provided always that such amount or amounts comply with the procedures set out in Section 2.6 of the Circular."

**Please refer to Note D.**

**(Ordinary Resolution 6)**

# NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

## 7. **PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY OF AIRASIA GROUP BERHAD (“THE COMPANY”)**

**“THAT** subject always to the Companies Act, 2016 (“Act”), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) (“**Listing Requirements**”) and all other applicable laws, guidelines, rules and regulations, the Company be and is hereby authorised, to the fullest extent permitted by law, to purchase such number of issued shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the best interest of the Company provided that:

- i. the aggregate number of issued shares in the Company (“**Shares**”) purchased (“**Purchased Shares**”) or held by the Company pursuant to this resolution does not exceed ten per cent (10%) of the total number of issued shares of the Company at any point in time; and
- ii. the maximum amount of funds to be allocated by the Company for the purpose of purchasing its Shares shall not exceed the amount of the retained profits of the Company at the time of the purchase,

### **“Proposed Share Buy-Back”).**

**THAT** the authority to facilitate the Proposed Share Buy-Back will commence immediately upon passing of this ordinary resolution and will continue to be in force until:

- a. the conclusion of the next Annual General Meeting (“**AGM**”) of the Company, following at which time the authority shall lapse, unless the authority is renewed by ordinary resolution passed at that meeting, either unconditionally or subject to conditions; or
- b. the expiration of the period within which the next AGM of the Company is required by law to be held; or
- c. the authority is revoked or varied by ordinary resolution passed by the shareholders of the Company at a general meeting,

whichever occurs first, but shall not prejudice the completion of purchase(s) by the Company of its own Shares before the aforesaid expiry date and, in any event, in accordance with the provisions of the Act, Constitution of the Company, Listing Requirements and any applicable laws, rules, regulations, orders, guidelines and requirements issued by any relevant authorities.

**THAT** the Directors of the Company be and are hereby authorised, at their discretion, to deal with the Purchased Shares until all the Purchased Shares have been dealt with by the Directors in the following manner as may be permitted by the Act, Listing Requirements, applicable laws, rules, regulations, guidelines, requirements and/or orders of any relevant authorities for the time being in force:

- i. To cancel all or part of the Purchased Shares;
- ii. To retain all or part of the Purchased Shares as treasury shares;
- iii. To distribute all or part of the Purchased Shares as dividends to shareholders;
- iv. To resell all or part of the Purchased Shares on Bursa Securities in accordance with the relevant rules of Bursa Securities;



- v. To transfer all or part of the Purchased Shares for the purposes of or under an employees' share scheme;
- vi. To transfer all or part of the Purchased Shares as purchase consideration; and/or
- vii. In any other manner as may be prescribed by applicable laws and/or regulations and guidelines applied from time to time by Bursa Securities, and/or any other relevant authority for the time being in force,

**AND THAT** the Directors of the Company be and are hereby authorised to take all such steps as are necessary or expedient (including without limitation, the opening and maintaining of central depository account(s) under the Securities Industry (Central Depositories) Act, 1991, and to enter into or execute, on behalf of the Company, any instrument, agreement and/or arrangement with any person, and with full power to assent to any condition, modification, variation and/or amendment as may be imposed by Bursa Securities or any relevant regulatory authority, and/or as may be required in the best interest of the Company and to take all such steps as the Directors may deem fit, necessary and expedient in the best interest of the Company in order to implement, finalise and give full effect to the purchase by the Company of its Shares.”

**Please refer to Note E.**

**(Ordinary Resolution 7)**

8. **SPECIAL RESOLUTION  
PROPOSED ALTERATION OR AMENDMENTS TO THE CONSTITUTION OF AIRASIA GROUP  
BERHAD (“THE COMPANY”)**

“**THAT** the proposed alteration or amendments to the existing Rules 70, 94, 96 and 184 of the Constitution of the Company, as annexed herewith as Appendix A, be and are hereby approved and adopted, with immediate effect.

**AND THAT** the Directors of the Company be and are hereby authorised to assent to any conditions, modification, variation and/or amendments as may be required by any relevant authorities, and to do all acts and things and take all such steps as may be considered necessary to give full effect to the foregoing.”

**Please refer to Note F.**

**(Special Resolution 1)**

**OTHER ORDINARY BUSINESS**

- 9. To transact any other business of which due notice shall have been given.

By Order of the Board

**REBECCA KONG SAY TSUI**  
(MAICSA 7039304)  
(SSM PC No.: 202008001003)

Company Secretary  
Kuala Lumpur  
29<sup>th</sup> day of July, 2020

# NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

## VIRTUAL AGM

1. As part of the measures taken by the Company to curb the spread of COVID-19 and taking into consideration the paramount safety and well-being of the members of the Company, the Third Annual General Meeting of the Company ("3<sup>rd</sup> AGM") will be held as a fully virtual meeting via live streaming and online Remote Participation and Voting Facilities ("RPV") provided by Tricor Investor & Issuing House Services Sdn. Bhd. **via its TIH Online website at <https://tiah.online>**. This is also in line with the revised Guidance Note on the Conduct of General Meetings for Listed Issuers issued by the Securities Commission Malaysia on 15 July 2020 (including any amendments that may be made from time to time) ("Guidance Note"). Please follow the procedures as set out in the **Administrative Note** which is available at the Company's website at **[www.airasia.com/aagbir](http://www.airasia.com/aagbir)**.
2. The Broadcast Venue is strictly for the purpose of complying with Section 327(2) of the Companies Act 2016 and Guidance Note which require the Chairperson of the meeting to be present at the main venue of the meeting.
3. Members and/or proxy(ies) and/or corporate representative(s) and/or attorney(s) **WILL NOT BE ALLOWED** to be physically present at the Broadcast Venue on the day of the 3<sup>rd</sup> AGM, instead are to attend, speak (including posing questions to the Board of Directors via real time submission of typed texts) and vote (collectively, "participate") remotely at the 3<sup>rd</sup> AGM via the RPV provided by Tricor Investor & Issuing House Services Sdn. Bhd.

## NOTES ON APPOINTMENT OF PROXY

1. Pursuant to the Securities Industry (Central Depositories) (Foreign Ownership) Regulations 1996 and Rule 41(a) of the Company's Constitution, only those Foreigners (as defined in the Constitution) who hold shares up to the current prescribed foreign ownership limit of 45.0% of the total number of issued shares of the Company, on a first-in-time basis based on the Record of Depositors to be used for the forthcoming Annual General Meeting ("AGM" or "the Meeting"), shall be entitled to vote. A proxy appointed by a Foreigner not entitled to vote, will similarly not be entitled to vote. Consequently, all such disenfranchised voting rights shall be automatically vested in the Chairman of the AGM.
2. A member must be registered in the Record of Depositors at 5.00 p.m. on 18 September 2020 ("General Meeting Record of Depositors") in order to attend and vote at the Meeting. A depositor shall not be regarded as a member entitled to attend the Meeting and to speak and vote thereat unless his name appears in the General Meeting Record of Depositors. Any changes in the entries on the Record of Depositors after the abovementioned date and time shall be disregarded in determining the rights of any person to attend and vote at the Meeting.
3. A member entitled to attend and vote is entitled to appoint not more than two (2) proxies (or in the case of a corporation, to appoint a representative(s) in accordance with Section 333 of the Companies Act, 2016) to attend and vote in his stead. There shall be no restriction as to the qualification of the proxy(ies).
4. The Proxy Form in the case of an individual shall be signed by the appointor or his attorney, and in the case of a corporation, either under its common seal or under the hand of an officer or attorney duly authorised.
5. Where a member appoints two (2) proxies, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.
6. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
7. The Proxy Form or other instruments of appointment shall not be treated as valid unless deposited at the Registered Office of the Company at Unit 30-01, Level 30, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia not less than forty-eight (48) hours before the time set for holding the Meeting. **Faxed copies of the duly executed form of proxy are not acceptable.**
8. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this Notice will be put to vote by way of poll.
9. By submitting an instrument appointing a proxy(ies) and/or corporate representative(s) and/or attorney(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

**EXPLANATORY NOTES:****A. Audited Financial Statements together with the Reports of the Directors and Auditors thereon for the financial year ended 31 December 2019**

This Agenda item is meant for discussion only in accordance with Sections 248(2) and 340(1) of the Companies Act, 2016 (“the Act”). The audited financial statements do not require the formal approval of shareholders and hence, the matter will not be put forward for voting.

**B. To approve the Non-Executive Directors’ Remuneration for the period from 29 September 2020 until the next Annual General Meeting (“AGM”) of the Company to be held in the year 2021 (Ordinary Resolution 1)**

The Nomination and Remuneration Committee had recommended and the Board of Directors affirmed that the Non-Executive Directors’ Remuneration for the period from 29 September 2020 until the next AGM of the Company to be held in the year 2021 shall remain unchanged as per the financial year ended 31 December 2019, as shown below:-

<b>Non-Executive Directors’ Fees (per annum)</b>	<b>Non-Executive Chairman (RM)</b>	<b>Per Non-Executive Director/Per other Committee Member (RM)</b>
Board of Directors	N/A	262,500
Audit Committee	75,000	60,000
Nomination and Remuneration Committee	55,000	35,000
Safety Review Board	55,000	35,000
Risk Management Committee	55,000	35,000
<b>Non-Executive Directors’ Benefits (per attendance by each Director or committee member)</b>	<b>Board of Directors (RM)</b>	<b>Board Committees (RM)</b>
Meeting allowance	2,000	2,000
<b>Other Non-Executive Directors’ Benefits</b>		
Insurance premiums on medical coverage, and other claimable expenses incurred in the course of carrying out their duties.	Up to a total amount of RM100,000 for all Non-Executive Directors.	

The shareholders’ approval being sought under **Ordinary Resolution 1** is for the payment of the remuneration to Non-Executive Directors for the period from 29 September 2020 up to the next AGM of the Company in accordance with the remuneration structure as set out above and to authorise the Directors to disburse the fees on a monthly basis.

In view of the current difficult economic circumstances facing the airline industry, the Non-Executive Directors of the Company had voluntarily offered to receive a 50% reduction in their fees for the period from 1 May 2020 up to the date of the forthcoming AGM and will continue with such reduction, subject to the shareholders’ approval on the above-mentioned remuneration structure until such time that the Company’s financial performance improves significantly, or up to the next AGM of the Company, whichever is earlier.

**C. Authority to allot shares pursuant to Sections 75 and 76 of the Act (Ordinary Resolution 5)**

The Company had at its Second AGM held on 27 June 2019 (“2<sup>nd</sup> AGM”), obtained a general mandate pursuant to Sections 75 and 76 of the Act from its shareholders, to empower the Directors to issue shares in the Company from time to time and upon such terms and conditions and for such purposes and to such persons whomsoever as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares issued does not exceed 10% of the total number of issued shares (excluding treasury shares) of the Company at any point of time (“10% General Mandate”). The 10% General Mandate would expire at the conclusion of the forthcoming AGM.

As at the date of this Notice, the Company has not issued any new shares under the 10% General Mandate obtained in its 2<sup>nd</sup> AGM.

# NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

**Ordinary Resolution 5** has been proposed for the purpose of renewing the general mandate for issuance of shares by the Company pursuant to Sections 75 and 76 of the Act as well as the Additional Temporary Relief Measures to listed corporations for COVID-19, issued by Bursa Securities via its letter dated 16 April 2020, amongst others, an increase in general mandate limit for new issues of securities to not more than 20% of the total number of issued shares of the Company for the time being (“20% General Mandate”). Pursuant to the 20% General Mandate, Bursa Securities has also mandated that the 20% General Mandate may be utilised by a listed corporation to issue new securities until 31 December 2021 (“Extended Utilisation Period”). The Board of Directors would like to procure the shareholders’ approval for the 20% General Mandate, inclusive of the Extended Utilisation Period, pursuant to Section 76(4) of the Act, at the forthcoming AGM of the Company.

Ordinary Resolution 5, if passed, will empower the Directors of the Company authority to issue ordinary shares in the Company at their discretion without having to first convene another general meeting provided that the aggregate number of the shares issued does not exceed 20% of the total number of issued shares of the Company at any point of time. The 20% General Mandate, if granted at this AGM, unless revoked or varied by the Company in a general meeting, would expire on 31 December 2021.

The 20% General Mandate, if granted, will provide the flexibility to the Company for any future fund raising activities, including but not limited to further placing of shares for the purposes of funding future investment project(s), repayment of bank borrowing(s), working capital and/or acquisition(s) and thereby reducing administrative time and costs associated with the convening of additional shareholders meeting(s).

## **The Board of Directors’ Statement**

The Board of Directors of the Company, after due consideration, is of the view that, in light of the unprecedented challenges faced by the Company and the airline industry arising from the COVID-19 outbreak worldwide, the 20% General Mandate is one of the most appropriate avenues of fund raising for the Company at this juncture. The 20% General Mandate will provide the Company further flexibility to raise funds expeditiously, compared to bank borrowing(s) which would incur interest cost(s). Any funds raised from this 20% General Mandate is expected to be used for general working capital purposes, repayment of existing borrowings and to defray any applicable expenses for the placement under the 20% General Mandate.

The Board of Directors, having considered the current and prospective financial position, needs and capacity of the Company, is of the view that the 20% General Mandate is in the best interest of the Company and its shareholders.

## **D. Proposed Renewal of Existing Shareholders’ Mandate and New Shareholders’ Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature (“Proposed Mandate”) (Ordinary Resolution 6)**

**Ordinary Resolution 6**, if passed, will allow the Group to enter into Recurrent Related Party Transactions of a revenue or trading nature pursuant to the provisions of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Please refer to the Circular to Shareholders dated 29 July 2020 for further information.

## **E. Proposed Renewal of Share Buy-Back Authority of AirAsia Group Berhad (“the Company”) (Ordinary Resolution 7)**

**Ordinary Resolution 7**, if passed, will empower the Directors of the Company to purchase its own ordinary shares of up to 10% of the total number of issued shares of the Company through Bursa Malaysia Securities Berhad at any time within the time stipulated by utilising the funds allocated out of the retained profits of the Company based on the latest audited financial statements and/or the latest management accounts (where applicable) available at the time of the purchase. Details of the Proposed Share Buy-Back are contained in the Circular to Shareholders dated 29 July 2020.

## **F. Proposed Alteration or Amendments to the Constitution of AirAsia Group Berhad (“the Company”) (Special Resolution 1)**

The proposed amendments to the existing Rules 70, 94, 96 and 184 of the Constitution of the Company (“Proposed Amendments”) are made mainly to have express constitutional provisions to allow remote participation at general meetings and the appointment of proxy(ies) and/or representative(s) to attend, speak and vote at any general meeting/meeting of members of the Company and/or any adjournment thereof to be lodged via electronic means, to enhance administrative efficiency.

The shareholders’ approval is being sought under a **Special Resolution 1** for the Company to incorporate the Proposed Amendments into its existing Constitution, in accordance with Section 36(1) of the Act. The Proposed Amendments as per Appendix A, which is circulated together with the Notice of AGM dated 29 July 2020, shall take effect once the proposed Special Resolution 1 has been passed by a majority of not less than seventy-five per centum (75%) of the members who are entitled to vote and do vote in person or by proxy at the AGM.

## APPENDIX A

### PROPOSED ALTERATION OR AMENDMENTS TO THE CONSTITUTION OF AIRASIA GROUP BERHAD

[COMPANY NO.: 201701030323 (1244493-V)]

This is the Appendix A referred to in Agenda No. 8 of the Notice of Third Annual General Meeting (“AGM”) of AirAsia Group Berhad dated 29 July 2020.

Date and time of the AGM : Monday, 28 September 2020 at 10.00 a.m.  
 Venue of the AGM : Will be held as a fully virtual meeting via live streaming and online remote voting at the Broadcast Venue at RedQ, Jalan Pekeliling 5, Lapangan Terbang Antarabangsa Kuala Lumpur (klia2), 64000 KLIA, Selangor Darul Ehsan, Malaysia.

Rule No.	Existing Rule	Rule No.	Proposed New Rule
70.	The Company shall hold an annual general meeting in every calendar year in accordance with the Act to transact matters prescribed by the Act. All general meetings other than annual general meetings shall be called extraordinary general meetings.	70.	<p>(a) The Company shall hold an annual general meeting in every calendar year in accordance with the Act to transact matters prescribed by the Act. All general meetings other than annual general meetings shall be called extraordinary general meetings;</p> <p>(b) The main venue of all general meetings shall be in Malaysia at such time and place as the Board of Directors shall determine. The Chairman of the meeting shall be present at that main venue of the meeting; and</p> <p>(c) The Company may convene a general meeting at more than one (1) venue using any electronic means that enables the Members of the Company to participate and to exercise the Members’ right to speak and vote at the meeting. If the general meeting is to be held in two (2) or more places, the notice of the general meeting shall specify the electronic means or method that will be used to facilitate the general meeting.</p>

# NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

Rule No.	Existing Rule		Rule No.	Proposed New Rule	
94.	<p>An instrument appointing a proxy shall be in writing, executed by or on behalf of the appointor and shall be in the following form (or in a form as near to it as circumstances allow or in any other form which is usual or which the Directors may approve):</p> <p><b>AIRASIA GROUP BERHAD</b></p> <p>I/We .....  of .....  being a Member of the above Company hereby appoint * the Chairman of the meeting or .....  of .....  or failing him, ..... of .....as my/our proxy(ies)  to vote in my/our name and on my/our behalf at the annual/extraordinary general meeting of the Company to be held on [date], and at any adjournment of such meeting.</p> <p>Dated:</p> <p>[Signature]</p>	Proxy instrument	94.	<p>An instrument appointing a proxy shall be in writing and executed by or on behalf of the appointing Member and shall be in the following form or in such other permitted form (including the electronic proxy appointment and voting manner) as the Board of Directors may determine from time to time:</p> <p><b>AIRASIA GROUP BERHAD</b></p> <p>I/We .....  of .....  being a Member of the above Company hereby appoint * the Chairman of the meeting or .....  of .....  or failing him, ..... of ..... as my/our proxy(ies) to vote in my/our name and on my/our behalf at the annual/extraordinary general meeting of the Company to be held on [date], and at any adjournment of such meeting.</p> <p>Dated:</p> <p>[Signature]</p>	Proxy instrument

Rule No.	Existing Rule	Rule No.	Proposed New Rule	
96.	<p>An instrument appointing a proxy or (in the case of a power of attorney appointing an attorney to or to (inter alia) attend and vote at meetings or polls) such power of attorney or a notarially certified copy of such power of attorney and (if required by any Director) any authority under which such proxy or power of attorney is executed or a copy of such authority certified notarially or in some other way approved by the Directors shall be deposited at the Office at least forty-eight (48) hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument or power of attorney proposes to vote; or</p> <p>Such a power of attorney (or a notarially certified copy of such power of attorney) once deposited or delivered in a manner so permitted in relation to a meeting, adjourned meeting or poll shall be deemed deposited or delivered in a manner so permitted in relation to all future meetings, adjourned meetings and polls for which such power of attorney is by its terms valid. An instrument of proxy or power of attorney shall be invalid unless such instrument or power of attorney (or a notarially certified copy of such power of attorney) is deposited or delivered in a manner so permitted. A Member is not precluded from attending the meeting in person after lodging the instrument of appointing the proxy, however, such attendance shall automatically revoke the authority granted to that Member's proxy.</p>	Deposit or delivery of proxy etc.	<p>96.</p> <p>a) Subject to the Act and the Listing Requirements, the Directors or any agent of the Company so authorised by the Directors, may accept the appointment of proxy received via electronic means on such terms and subject to such conditions as they consider fit. For the purpose of this Rule, the Directors may require such reasonable evidence that they consider necessary to determine and verify:</p> <ul style="list-style-type: none"> <li>i) the identity of the Member and the proxy; and</li> <li>ii) where the proxy is appointed by a person acting on behalf of the Member, the authority of that person to make the appointment.</li> </ul> <p>b) Without prejudice to Rule 96(a), the appointment of a proxy via electronic means must be received at the electronic address specified by the Company in any of the following sources and shall be subject to any terms, conditions or limitations specified therein:</p> <ul style="list-style-type: none"> <li>i) The notice calling the meeting;</li> <li>ii) The instrument of proxy sent out by the Company in relation to the meeting; or</li> <li>iii) The website maintained by or on behalf of the Company.</li> </ul>	Deposit or delivery of proxy etc.

# NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

Rule No.	Existing Rule	Rule No.	Proposed New Rule
			<p>c) An instrument appointing a proxy or (in the case of a power of attorney appointing an attorney to or to (inter alia) attend and vote at meetings or polls) such power of attorney or a notarially certified copy of such power of attorney and (if required by any Director) any authority under which such proxy or power of attorney is executed or a copy of such authority certified notarially or in some other way approved by the Directors shall be deposited at the Office, or in the case of the appointment of a proxy via electronic means, at the electronic address specified by the Company pursuant to Rule 96(b), at least forty-eight (48) hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument or power of attorney proposes to vote; or</p> <p>d) Such a power of attorney (or a notarially certified copy of such power of attorney) once deposited or delivered in a manner so permitted in relation to a meeting, adjourned meeting or poll shall be deemed deposited or delivered in a manner so permitted in relation to all future meetings, adjourned meetings and polls for which such power of attorney is by its terms valid. An instrument of proxy or power of attorney shall be invalid unless such instrument or power of attorney (or a notarially certified copy of such power of attorney) is deposited or delivered in a manner so permitted. A Member is not precluded from attending the meeting in person after lodging the instrument of appointing the proxy, however, such attendance shall automatically revoke the authority granted to that Member's proxy.</p>



Rule No.	Existing Rule		Rule No.	Proposed New Rule	
184	<p>(a) A notice or document shall be deemed given:</p> <p>(i) (in the case of post or courier) on being posted or despatched;</p> <p>(ii) (in the case of delivery by hand) on delivery.</p> <p>(b) A notice shall also be deemed given:</p> <p>(i) (in the case of telex, facsimile, telegram, electronic mail or other methods of (apart from those referred to above) communicating writing in visible form) on despatch or transmission;</p> <p>(ii) (in the case of an advertisement referred to in Rule 181) on the day on which the advertisement appears in the relevant national daily newspaper.</p> <p>(c) A notice or document shall be deemed:</p> <p>(i) posted on a certain date if it is proven that an envelope containing a notice was properly addressed prepaid and put in the post on that date;</p> <p>(ii) despatched by courier on a certain date if on that date it is left at an office of the person, body or company carrying out the courier service or it is collected by an employee or representative of such person, body or company.</p>	Deemed giving of notice etc	184.	<p>(a) A notice or document shall be deemed given:</p> <p>(i) (in the case of post or courier) on being posted or despatched;</p> <p>(ii) (in the case of delivery by hand) on delivery.</p> <p>(b) A notice shall also be deemed given:</p> <p>(i) (in the case of telex, facsimile, telegram, electronic mail or other methods of (apart from those referred to above) communicating writing in visible form) on despatch or transmission;</p> <p>(ii) (in the case of an advertisement referred to in Rule 181) on the day on which the advertisement appears in the relevant national daily newspaper.</p> <p>(c) A notice or document shall be deemed:</p> <p>(i) posted on a certain date if it is proven that an envelope containing a notice was properly addressed prepaid and put in the post on that date;</p> <p>(ii) despatched by courier on a certain date if on that date it is left at an office of the person, body or company carrying out the courier service or it is collected by an employee or representative of such person, body or company.</p> <p>(d) In the case of a delivery failure, the Company must immediately send the notice or document to the affected members by other appropriate means as permitted under Rules 178 or 179.</p>	Deemed giving of notice etc

# CORPORATE INFORMATION

## BOARD OF DIRECTORS



**Datuk Kamarudin bin Meranun**  
(Non-Independent Executive Chairman)

**Tan Sri Anthony Francis Fernandes**  
(widely known as **Tan Sri Tony Fernandes**)  
(Non-Independent Executive Director and Chief Executive Officer)

**Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar**  
(Non-Independent Non-Executive Director)

**Dato' Fam Lee Ee**  
(Senior Independent Non-Executive Director)

**Dato' Mohamed Khadar bin Merican**  
(Independent Non-Executive Director)

**Stuart L Dean**  
(Independent Non-Executive Director)

**Noor Neelofa binti Mohd Noor**  
(Independent Non-Executive Director)

### AUDIT COMMITTEE

Dato' Mohamed Khadar bin Merican  
Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar  
Dato' Fam Lee Ee

### COMPANY SECRETARY

Rebecca Kong Say Tsui  
(SSM PC No.: 202008001003)  
(MAICSA 7039304)

### NOMINATION AND REMUNERATION COMMITTEE

Dato' Fam Lee Ee  
Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar  
Stuart L Dean

### AUDITORS

**Ernst & Young PLT**  
[202006000003 (LLP0022760-LCA) & AF 0039]  
Level 23A, Menara Milenium  
Jalan Damanlela, Pusat Bandar Damansara  
50490 Kuala Lumpur, Wilayah Persekutuan

### RISK MANAGEMENT COMMITTEE

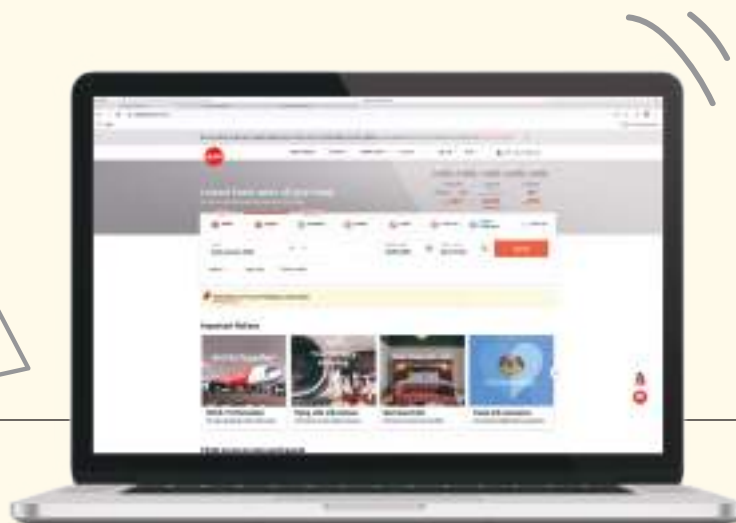
Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar  
Dato' Fam Lee Ee  
Stuart L Dean  
Dato' Mohamed Khadar bin Merican

Tel : (603) 7495 8000  
Fax : (603) 2095 5332

### SAFETY REVIEW BOARD

Stuart L Dean  
Dato' Mohamed Khadar bin Merican  
Noor Neelofa binti Mohd Noor

www.airasia.com



#### REGISTERED OFFICE

##### **AirAsia Group Berhad**

[Company No. 201701030323 (1244493-V)]  
Unit 30-01, Level 30, Tower A  
Vertical Business Suite  
Avenue 3, Bangsar South  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Wilayah Persekutuan

Tel : (603) 2783 9191  
Fax : (603) 2783 9111

#### HEAD OFFICE

RedQ, Jalan Pekeliling 5  
Lapangan Terbang Antarabangsa Kuala Lumpur (klia2)  
64000 KLIA  
Selangor Darul Ehsan

Tel : (603) 8660 4333  
Fax : (603) 8660 7777

E-mail : [aagb\\_ir@airasia.com](mailto:aagb_ir@airasia.com)  
Website : [www.airasia.com](http://www.airasia.com)

#### SHARE REGISTRAR

##### **Tricor Investor & Issuing House Services Sdn Bhd**

[Company No. 197101000970 (11324-H)]  
Unit 32-01, Level 32, Tower A  
Vertical Business Suite  
Avenue 3, Bangsar South  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Wilayah Persekutuan

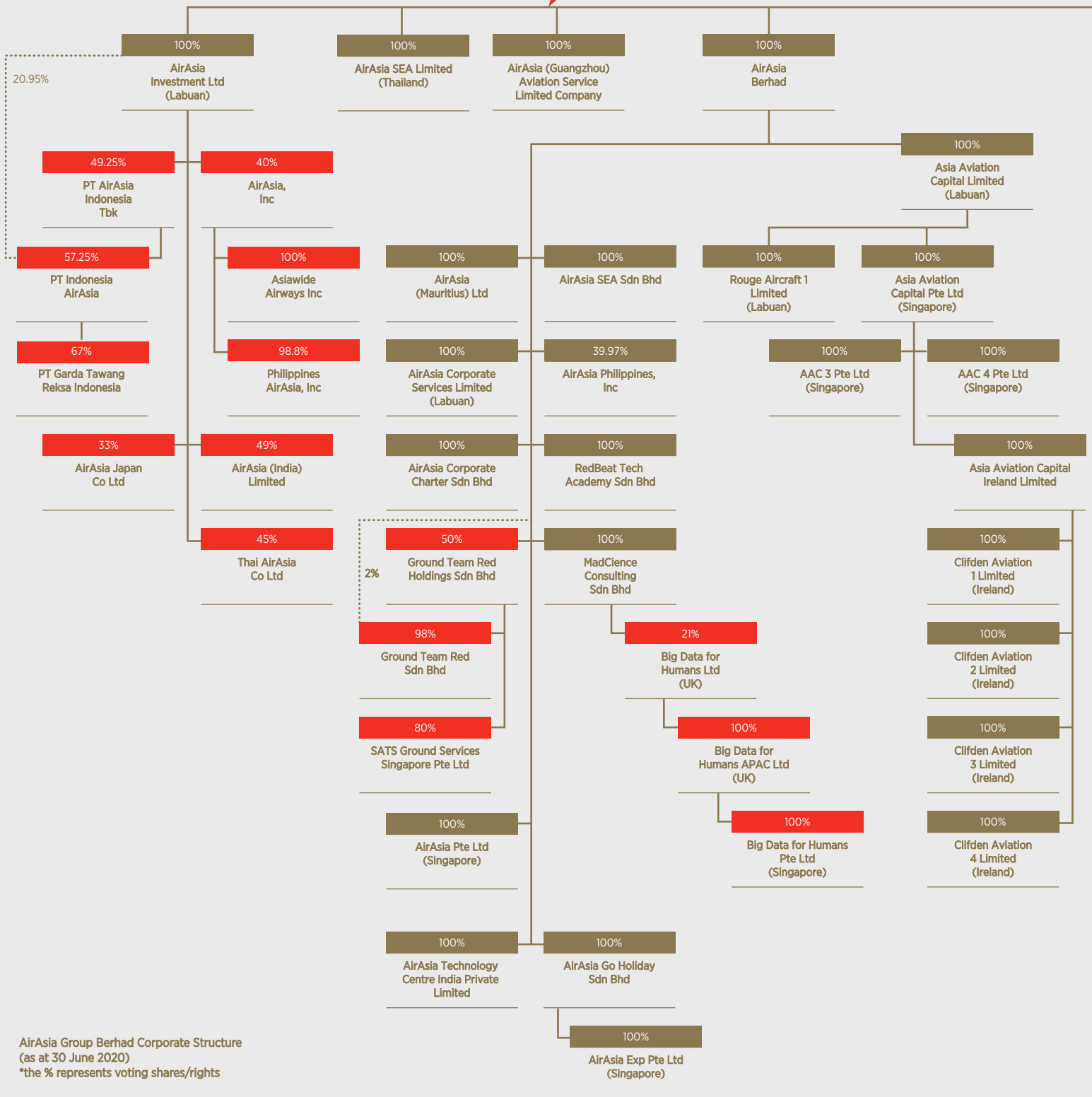
Tel : (603) 2783 9299  
Fax : (603) 2783 9222

Customer Service Centre:  
Unit G-3, Ground Floor, Vertical Podium  
Avenue 3, Bangsar South  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Wilayah Persekutuan

#### STOCK EXCHANGE LISTING

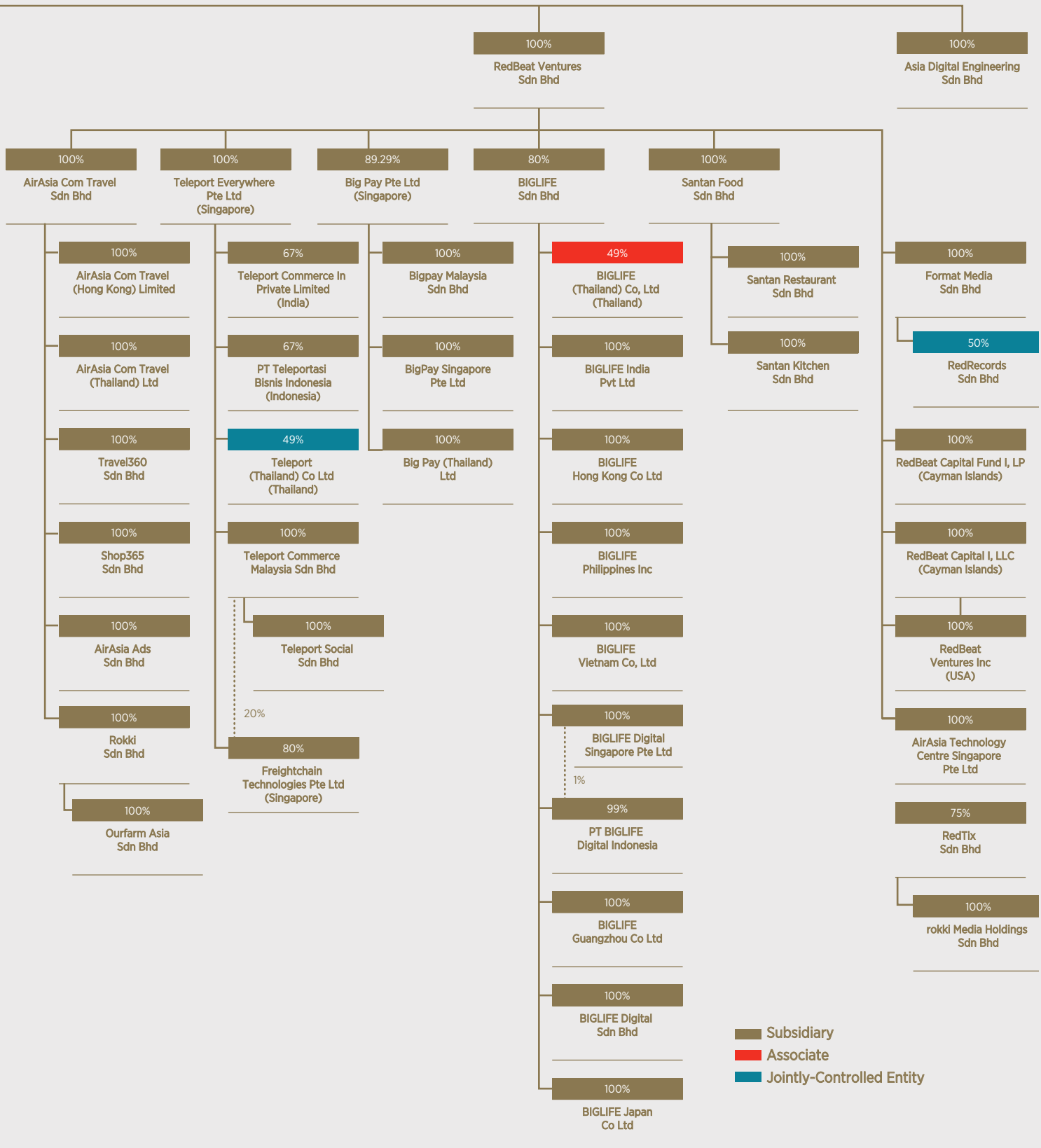
Main Market of Bursa Malaysia Securities Berhad  
Listing Date : 16 April 2018  
Stock Name : AIRASIA  
Stock Code : 5099

# CORPORATE STRUCTURE



AirAsia Group Berhad Corporate Structure  
(as at 30 June 2020)  
\*the % represents voting shares/rights

# AIRASIA GROUP BERHAD



# 2019 FINANCIAL & INVESTOR CALENDAR

**23** JANUARY

Mini KL Non-Deal Roadshow – Maybank

Location: Kuala Lumpur

**25-26** MARCH

Credit Suisse Asian Investment Conference 2019

Location: Hong Kong

**29** MAY

1Q2019 Financial Results Announcement & Earnings Call

Location: RedQ, Selangor

**28** JANUARY

BigPay & BIG Loyalty – KL Non-Deal Roadshow – Maybank

Location: Kuala Lumpur



**28** JANUARY

4Q2018/FY2018 Operating Statistics Release

Location: RedQ, Selangor

**17** APRIL

Extraordinary General Meeting

Location: Selangor

**27** FEBRUARY

FY2018 Financial Results Announcement & Earnings Call

Location: RedQ, Selangor

**26** APRIL

1Q2019 Operating Statistics Release

Location: RedQ, Selangor

**3-7** JUNE

Non-Deal Roadshow – Nomura

Location: Los Angeles, San Francisco, Boston and New York, USA

**20** MARCH

Benchmarking Visit by Permodalan Nasional Berhad

Location: RedQ, Selangor

**29** APRIL

Global Investor Day – AirAsia 3.0

Location: RedQ, Selangor

**20** JUNE

BigPay – KL Non-Deal Roadshow – CLSA

Location: Kuala Lumpur

**27 JUNE**

Annual General Meeting  
Location: Selangor

**4 SEPTEMBER**

Citi Malaysia Investor Symposium 2019  
Location: Kuala Lumpur



**16 JULY**

AirAsia Operations Day 2019  
Location: RedQ, Selangor

**17-18 SEPTEMBER**

Non-Deal Roadshow — Nomura  
Location: Tokyo, Japan & Seoul, South Korea

**31 OCTOBER**

AirAsia's Investor Day — Teleport: A to B, Magically  
Location: Selangor

**23 JULY**

2Q2019 Operating Statistics Release  
Location: RedQ, Selangor

**22 OCTOBER**

3Q2019 Operating Statistics Release  
Location: RedQ, Selangor

**5 NOVEMBER**

Bursa-Hong Leong Investment Bank Stratum Focus Series IX: Visit Malaysia 2020  
Location: Kuala Lumpur

**28 AUGUST**

2Q2019 Financial Results Announcement & Earnings Call  
Location: RedQ, Selangor



**27 NOVEMBER**

3Q2019 Financial Results Announcement & Earnings Call  
Location: RedQ, Selangor

**4 SEPTEMBER**

Digital Workspace Visit to RedQ by Employees Provident Fund  
Location: RedQ, Selangor

**30 OCTOBER**

MIRA Annual Awards. Won Best IR Website (Mid Cap) & Best CEO for IR (Mid Cap)  
Location: Kuala Lumpur

# AWARDS & ACCOLADES 2019



## IDC Digital Transformation Awards 2019

- Digital Transformer of the Year (Malaysia)
- DX Leader
- Asia Pacific Digital Transformer of the Year



## The Edge Billion Ringgit Club 2019

Highest Growth in Profit After Tax over 3 Years in the Consumer Products & Services Category



## World Travel Awards Asia and Oceania 2019

- Asia's Leading Low-Cost Airline
- Asia's Leading Low-Cost Airline Cabin Crew

## World Travel Awards (WTA) Grand Final

- World's Leading Low-Cost Airline Cabin Crew
- World's Leading Low-Cost Airline



**Miri City Mayor Award 2019**

Mayor's Special Award

**Orient Aviation 2019 Person of the Year**

Tan Sri Tony Fernandes

**Lifetime Achievement Award Winner**

Tan Sri Tony Fernandes

**Sabah Tourism Awards 2019**

Best Partner Airlines

**World Travel Awards (WTA) Grand Final**

- World's Leading Low-Cost Airline Cabin Crew
- World's Leading Low-Cost Airline

**Nation-Building and World Setter Awards 2019**

Tan Sri Tony Fernandes

**Airline Excellence Awards**

Best Low Cost Carrier Asia/Pacific

**Sustainable Business Awards Malaysia 2019**

Best Sustainability in the Community

**HR Asia Awards 2019**

Best Company to Work for in Asia

**Airline Economics Asia Pacific Aviation 100 Awards**

Airline Treasury Team of the Year

**9<sup>th</sup> Investor Relations Awards 2019**

- Best CEO for Investor Relations (Mid Cap)
- Best Investor Relations Website

**IDC Digital Transformation Awards 2019**

Asia Pacific Digital Transformer of the Year

**The Graduates' Choice Award**

- 1<sup>st</sup> Runner Up in the e-Commerce category
- 1<sup>st</sup> Runner Up in the BDO/Shared Services category

**World Travel Awards Asia and Oceania 2019**

- Asia's Leading Low-Cost Airline
- Asia's Leading Low-Cost Airline Cabin Crew

**Putra Brand Awards 2019**

Gold in the Transportation, Travel and Tourism category

**IDC Digital Transformation Awards 2019**

- Digital Transformer of the Year (Malaysia)
- DX Leader — Tan Sri Tony Fernandes
- Asia Pacific Digital Transformer of the Year

**CX Asia Excellence Awards 2019**

- Best of CX Personality — Adam Geneave
- Honourable mention for Best Use of CX Technology

**The Edge Billion Ringgit Club 2019**

Highest Growth in Profit After Tax over Three Years in the Consumer Products &amp; Services Category

**Business Traveller Asia-Pacific Awards 2019**

Best Low-Cost Airline

**9<sup>th</sup> Asian Excellence Recognition Awards 2019**

- Best Investor Relations Company
- Asia's Best CFO — Pattra Boosarawongse
- Best Investor Relations Professional — Esme Law

**Skytrax World Airline Awards 2019**

- World's Best Low-Cost Airline Premium Cabin
- Asia's Best Low-Cost Airline
- World's Best Low-Cost Airline

**Airfinance Journal (AFJ) Global Awards 2018**

- Editor's Deal of the Year
- Airline Treasury Team of the Year

**Malaysia Best Employer Brand Awards 2019**

Top Employer Brands in Malaysia

**Changi Airline Awards 2019**

Top Airline by Absolute Passenger Growth (Southeast Asia)

**ASEAN HR Awards 2019**

ASEAN HR Award — Excellence In The Workplace Award

# HOW CAN A FAULTY BIRO DELAY A PASSENGER JET?

In aircraft refuelling every single second counts and the last thing a plane load of passengers with a narrow window for departure needs, is a delay in completing and signing a refuelling ticket. Every second lost is another cost incurred.

Through working with our partners, we developed Shell SkyPad, a Zone 1 compatible tablet designed to modernise aircraft refuelling from the apron to the accounts department. It connects what happens on the apron with invoicing systems off-site via a cloud-based computer platform, saving time, eliminating paperwork and reducing opportunities for administrative error. By harnessing the latest digital technology to improve speed and accuracy, Shell SkyPad is further evidence of Shell's commitment to operational excellence and efficiency.

To find out how working with Shell Aviation can help identify opportunities to make your business more operationally efficient, please contact our account managers around the world via our online contact database at [shell.com/aviation](https://shell.com/aviation)

**Shell Aviation**





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